

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017 / 2018

BPM 2884 PERFORMANCE MANAGEMENT

(All Sections / Groups)

21 OCTOBER 2017

2.30 p.m. – 4.30 p.m.

(2 Hours)

INSTRUCTIONS TO STUDENTS

This examination paper consists of **FIVE (5)** pages (excluding this Cover Page) in **TWO (2)** Sections:

1. **Section A** – 20 Multiple choice questions (40 marks)
Instruction: Answer **ALL** questions. Shade your answers in the OMR answer sheet provided using a '2B' or 'BB' pencil.
2. **Section B** – 3 Essay questions (60 marks) – All questions carry equal marks.
Instruction: Answer **ALL THREE (3)** questions. Write your answers in the answer booklet provided.

SECTION A (40 marks)**Answer ALL questions**

Identify the letter of the choice that best completes the statement or answers the question.

All questions carry TWO (2) marks each.

Shade your choice of answers in the OMR answer sheet provided.

1. The two main steps in the prerequisites phase of performance management are:
 - A. understanding the organization's mission and conducting job analysis
 - B. developing the organization's mission and conducting job analysis
 - C. conducting job analysis and writing a development plan
 - D. understanding the organization's mission and writing a development plan

2. Performance renewal and re-contracting is a phase similar to the _____ phase of the performance management process.
 - A. prerequisites
 - B. performance planning
 - C. performance evaluation
 - D. performance assessment

3. At the beginning of each performance cycle, the supervisor and employee meet to discuss and agree upon:
 - A. the employee's salary
 - B. the supervisor's expectations
 - C. performance, corrections, and a timeline
 - D. results, behaviors, and a development plan

4. Job descriptions are a key prerequisite for any performance management system because:
 - A. without them, employees will not "buy in" to the system.
 - B. performance management systems are not applicable unless certain job elements are present.
 - C. they provide the criteria that will be used in measuring performance.
 - D. they provide information to employees as to what tasks are most important in their jobs.

5. Which of the following performance facets must be considered to understand performance?
 - A. Task performance and results
 - B. Declarative knowledge and procedural knowledge
 - C. Contextual performance and results
 - D. Task performance and contextual performance

Continued.....

6. _____ is defined as those behaviors that contribute to the organization's effectiveness by providing a good environment in which task performance can occur.
- A. Contextual performance
 - B. Declarative knowledge
 - C. Procedural knowledge
 - D. Results
7. The _____ approach to measuring performance emphasizes cognitive abilities and personality.
- A. trait
 - B. results
 - C. behavior
 - D. objective
8. Under which of the following conditions would a behavior approach be most appropriate?
- A. Behaviors and results are obviously related.
 - B. There are many ways to do the job correctly.
 - C. Results show consistent improvement over time.
 - D. Outcomes are distant in the future.
9. _____ systems base the measurement on comparing employees with a prespecified performance standard.
- A. Comparative
 - B. Subjective
 - C. Absolute
 - D. Results
10. Broad areas of a job for which the employee is responsible for producing results are called _____.
- A. responsibilities
 - B. performance standards
 - C. results
 - D. key accountabilities

Continued.....

11. A yardstick used to evaluate how well employees have achieved each objective is called _____.
A. a performance standard
B. a key accountability
C. results
D. responsibilities
12. Gathering reports of situations in which employees performed behaviors that were especially effective or ineffective in accomplishing their jobs is an example of _____.
A. a critical incident approach
B. an essay approach
C. a comparative approach
D. a direct report approach
13. The basic component that requires forms to contain job title, division, pay grade or salary, and evaluation period is referred to as:
A. Accountabilities, objectives, and standards
B. Competencies and indicators
C. Basic employee information
D. Major achievements and contributions
14. The _____ meeting is a time to discuss how the system works and where the responsibility of the employee and the supervisor are outlined.
A. system inauguration
B. self-appraisal
C. development plan
D. objective setting
15. _____ rating errors result because of the complexities involved in observing performance, storing that information in memory, and then recalling that information while rating an employee.
A. Intentional
B. Unintentional
C. Negative
D. Positive

Continued.....

16. The meeting during which the employee's performance is discussed, including both the perspective of the supervisor and the employee, is called a _____.
A. developmental plan
B. self-appraisal
C. classical performance review
D. system inauguration
17. _____ is/are a developmental process that consists of a one-on-one relationship between a senior (mentor) and junior (protégé) employee.
A. Mentoring
B. Job rotation
C. Self-guided reading
D. Temporary assignments
18. What is the objective of a developmental plan?
A. To show an employee that he is not very good
B. To provide an opportunity to the employee that he will not be able to successfully complete his goals
C. To encourage continuous learning, performance improvement, and personal growth
D. To encourage an employee to perform better than expected
19. When is a 360-degree feedback system most useful?
A. When it is used for administrative purposes only.
B. When it is based on an online system
C. When every person that the employee has encountered in the evaluation period provides feedback
D. When it is used for developmental purposes only
20. One of the goals of a feedforward interview is to:
A. Provide an in-depth analysis of the employee's weaknesses.
B. Set future goals and objectives.
C. Understand the skills that individuals have that allow them to perform well.
D. Think about ways that the employee can improve upon his/her weaknesses.

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SECTION B (60 Marks)

Answer ALL THREE (3) questions.

All questions carry the marks as indicated.

Write your answers in the answer booklet provided.

1. The employee and the supervisor both have important roles during the performance execution phase. List and explain each party's responsibilities in this phase of the performance management process.
[20 Marks]

2. a. Performance consists of both task and contextual dimensions. Define each type of performance, and explain whether companies should focus on task performance, contextual performance, or a combination of both.
(10 marks)
- b. Explain the difference between absolute and comparative systems. What are the advantages and disadvantages to each type of system?
(10 marks)
[20 Marks]

3. a. What are the significant areas that a good rater training programs should cover?
(10 marks)
- b. A firm has decided to implement a 360-degree feedback system. What are the characteristics that a firm should look for in an effective 360-degree feedback system?
(10 marks)
[20 Marks]

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